PROJECT MANAGEMENT PLAN

WASHINGTON COUNTY LEAD DISTRICT
POTOSI, OLD MINES AND RICHWOOD SITES
Solicitation No. SOL-R7-14-00008

April 20, 2016

US EPA, Region VII

Table of Contents

I. Purpose of Document

The purpose of this **Project Management Plan (PMP)**, is to discuss our project execution approach and our clear understanding of the project goals under this remedial action plan. **As presented herein, using this strategy Coastal-Enviroworks JV will achieve success within 15% of the estimated quantities specified in the Pricing Schedule.**

Project Goals

1. To remove lead-contaminated materials that pose a risk to human health. The EPA's selected remedy is to excavate and to relocate these lead-contaminated materials to an EPA identified repository. These lead-contaminated materials include: mine waste, soil, gravel, crushed rock, vegetation, root-balls, deteriorated landscaping, etc.
2. The EPA's goal is not to enhance or improve property; however, properties must be restored to their previous condition at a minimum. Specific property item decisions will be made based on the best interest of the EPA and the health of the community.

Project Execution Objectives

1. To reduce the human health risk of exposure to lead by removing lead contaminated materials from properties previously identified by the EPA.
2. To remove lead-contaminated soil from properties that exceeds the 400 ppm threshold.
3. To uniformly excavate lead contaminated soil, gravel, etc. to a depth of 12 inches below ground surface. If residual concentration of lead is above 1,200 mg/kg at 12 inches below ground surface, an approved warning barrier will be placed at the bottom of the excavation prior to backfilling.
4. To uniformly excavate lead contaminated soil from garden areas to a depth of 24 inches below ground surface in 12 inch increments. If residual concentration of lead **is above 400** mg/kg at 12 inches below ground surface, an additional 12 inches of contaminated soil will be removed. If residual concentration of lead is above 1,200 mg/kg at 24 inches below ground surface, an approved warning barrier will be placed at the bottom of the excavation prior to backfilling.
    1. Restoration of properties with clean backfill to pre-excavation conditions.
    2. Property Owner Satisfaction and Close-out.

Coastal-Enviroworks JV will maintain an updated version of their PMP at their Project Office; further, training and effective communication on changes to the PMP will be ongoing to ensure continued compliance.

In addition to this PMP, the table below depicts the significant dates and schedules in which Coastal-Enviroworks JV will deliver plans, and/or observe dates and times. The listed "Plans" will be prepared and submitted to the EPA Region VII Contracting Officer Representative (COR) for approval before the start of field activities.

Significant Project Schedules		
Schedules	**Start**	**End**
Fieldwork Time	07:00 AM	06:00 PM
Fieldwork Days	Monday	Saturday
Excavation Season	March 1st	December 15th

Significant Project Schedules		
Schedules	**Start**	**End**
Backfill Deadline	Start of Excavation	21 days after excavation starts
Lawn Inspection	End of Seeding	30 Days after seeding
Lawn Maintenance Period	End of Seeding	120 Days after seeding
	Significant Project Plans Submittal	
Plan	Submittal Date	
Project Management Plan (PMP)	15 Days after receipt of EPA comments on draft	
PMP Updates	10 Days after date of change	
Health & Safety Plan (HASP)	15 Days after receipt of EPA comments on draft	
Quality Management Plan (QMP)	15 Days after receipt of EPA comments on draft	
Quality Assurance Project Plan (QAPP)	15 Days after receipt of EPA comments on draft	
Storm Water Pollution Plan (SWPP)	15 Days after receipt of EPA comments on draft	
SWPP Updates	10 Days after EPA notification of needed update	
Daily Reports	Due at the start of each workday	
Bi-Monthly Report	Submitted electronically to all CORs on the 1st and 3rd Monday of every month, with hard copies to the EPA at the Bi-monthly Project Meetings	
Bi-Monthly Meetings	1st and 3rd Tuesday morning of every month	
Bi-Monthly Property Folders	Bi-Monthly meetings, after Final Property Close-out	
Draft Final Report	30 Days after completion of fieldwork	
Final Report	20 Days after receipt of EPA comments on draft	
Incentive Justification	45 Days after completion of fieldwork	

II.

III. Contractor's Goals and Approach Project Management Team

Coastal-Enviroworks JV's goal is to gain the community's trust while exceeding the EPA's expectations.

Coastal-Enviroworks JV's *GOAL* is to execute this project seamlessly to ensure Property Owner Satisfaction, while adhering to all project requirements set forth in the PWS, while exceeding the EPA's expectations. To do so, we will develop several plans such as: *Project Management Plan (PMP), Quality Management Plan (QMP), Quality Assurance Project Plan (QAPP),* ***Health and Safety Plan (HASP)****, and a Storm Water Pollution Prevention Plan (SWPPP).* These plans will serve as guides for execution, health and safety, quality assurance, and storm water pollution prevention; therefore, site specific training with all project employees will be performed at the beginning of the project. This mass training will be known as "Site Specific Start-Up Training" and will be performed one day before project work begins. Additional training will be performed in smaller groups if changes to these plans occur, or individually when a new hire starts.

This Project Management Plan (PMP) was developed as presented herein and will be revised, as required, by our Project Management Team to ensure its full compliance, understanding and content.

Coastal-Enviroworks JV is committing to allocate the following resources to the management of this project. Our Key Personnel presented below have extensive experience working together as a management team on previous projects and represent a combined 30+ years of experience on previous residential remediation projects. Specific experience and qualifications for Key Personnel are further presented in the resumes contained in Factor 2.

[redacted], our Project Manager has 33 years of experience with over 13 years specifically related to the environmental field and hazardous waste transportation and disposal. [redacted] has been a Project Manager for 9 of those years, 6 of which were for residential remediation. He has performed the duties of Project Manager for over 6 years on projects similar to the Washington County Lead District Potosi, Old Mines and Richwood Sites Project. These projects include: the 2007 Omaha Lead Site Project, the 2009 HUB Zone ARRA Omaha Lead Project, as well as Hurricane Katrina and Rita remediation of Household Hazardous Waste, where he served as an Emergency Response Manager, supervising crews during the cleanup of St. Bernard and Orleans Parishes, which included the removal of hazardous household waste and oil contaminated soil from residential properties.

[redacted] past experience performing identical tasks as required for the Washington County Lead District project, professionalism and commitment will ensure a successful project lead by a dedicated seasoned professional in residential remediation.

[redacted], our Quality Assurance Project Manager, has over 24 years of environmental experience, 18 of those years has been on Project Management and Quality Assurance Management roles. Specific to this solicitation, [redacted] has been a Quality Assurance Project Manager for similar projects for the past 7 years, and was a major player in the 2007 Omaha Lead Project, the 2009 HUB Zone ARRA Omaha Lead Project, and the 2012 Evansville Soil Remediation Project. Based on his vast experience in working on similar projects with identical objectives [redacted] is well suited for this project. His proven track record, experience, and care for the community will ensure that the property owner's expectations will be met while they go thru the excavation, backfill, and restoration process.

[redacted]' approach, in the execution of this project, is to ensure that the project meets the requirements set forth in the PWS, and that all concerns from property owners, EPA, and stakeholders are handled expediently in the most professional manner. The Quality Assurance Program in this contract will run autonomously and without project management restrictions, with [redacted] retaining full and independent corrective action authority to ensure Quality Assurance elements are being met – including authority to stop work if critical tasks are found to be deficient.

[redacted], our Site Superintendent, will be an asset to the execution of this project because he has had previous experience as a Site Superintendent on the Omaha Lead Site 2007 Project, the HUB Zone ARRA Omaha Lead 2009 Project, the Jacobsville Neighborhood Lead and Arsenic Remediation Project in Evansville, IN, and the 2012 Omaha Lead Site Project.

[redacted] also has extensive experience in environmental spill response, hazardous waste disposal, T&D, Household Hazardous Waste Collection, Segregation, Bulking and T&D.

He is proficient in RCMS and Microsoft Project, and also holds an OSHA 30-Hour Construction Certificate, and a 40-Hour HAZWOPER Certificate. His multi-management ability and multi-tasking skills coupled with his experience makes him our best candidate for this position.

[redacted], our Foreman, will be an asset to the execution of this project. [redacted] has over five years of residential earthmoving experience; specifically, as an Assistant Site Superintendent on the 2007 Omaha Lead Site Project, the 2009 HUB Zone ARRA funded

Omaha Lead Project, the Jacobsville Neighborhood Lead and the Arsenic Remediation Project in Evansville, IN.

Based on our prior experiences and lessons learned, to successfully manage the Washington County Lead project operations and logistics, the project management team needs to be proactive, timely, and flexible.

- The project management team needs to be boots on the ground, and proactive to understand and anticipate the challenges it will face during this project. The Team will develop and implement processes and procedures to effectively deal with those challenges.
- The project management team needs to be totally focused on the operations and be ready to anticipate and respond timely to unforeseen challenges. This type of operational responsiveness cannot be successfully managed from off-site at a remote office.
- The project management team needs to be flexible and be able to quickly and confidently deal with fast and rapid changes to keep the operations moving forward efficiently. Daily plans can change rapidly within moments and without warning and our experienced project management team understands how to deal with such instances.

Our project management key personnel will be focused and committed to the Washington County Lead District Potosi, Old Mines and Richwood Sites project performance period.

The following sections will demonstrate our lessons learned and understanding of project management challenges for Washington County Lead District Potosi, Old Mines and Richwood Sites and discuss how our key management personnel will approach and manage the project.

IV. Technical Approach

When looking at a single property, residential lead remediation is a straightforward sequence of identifiable steps:

- Coordinating with property owner.
- Documenting existing conditions.
- Dig Safe notification and preparation prior to excavation.
- Removing the lead-impacted soils.
- Backfilling and restoring the property to pre-existing conditions
- Grass maintenance ensuring sod growth.
- Obtaining the property owners agreement that the work is completed.

However, when trying to implement these steps simultaneously at multiple properties scattered across a large rural residential area, these steps become a challenging logistical operation.

Coastal-Enviroworks JV is a HUB Zone experienced federal government contractor providing environmentally sound solutions to a vast array of environmental projects of all magnitudes

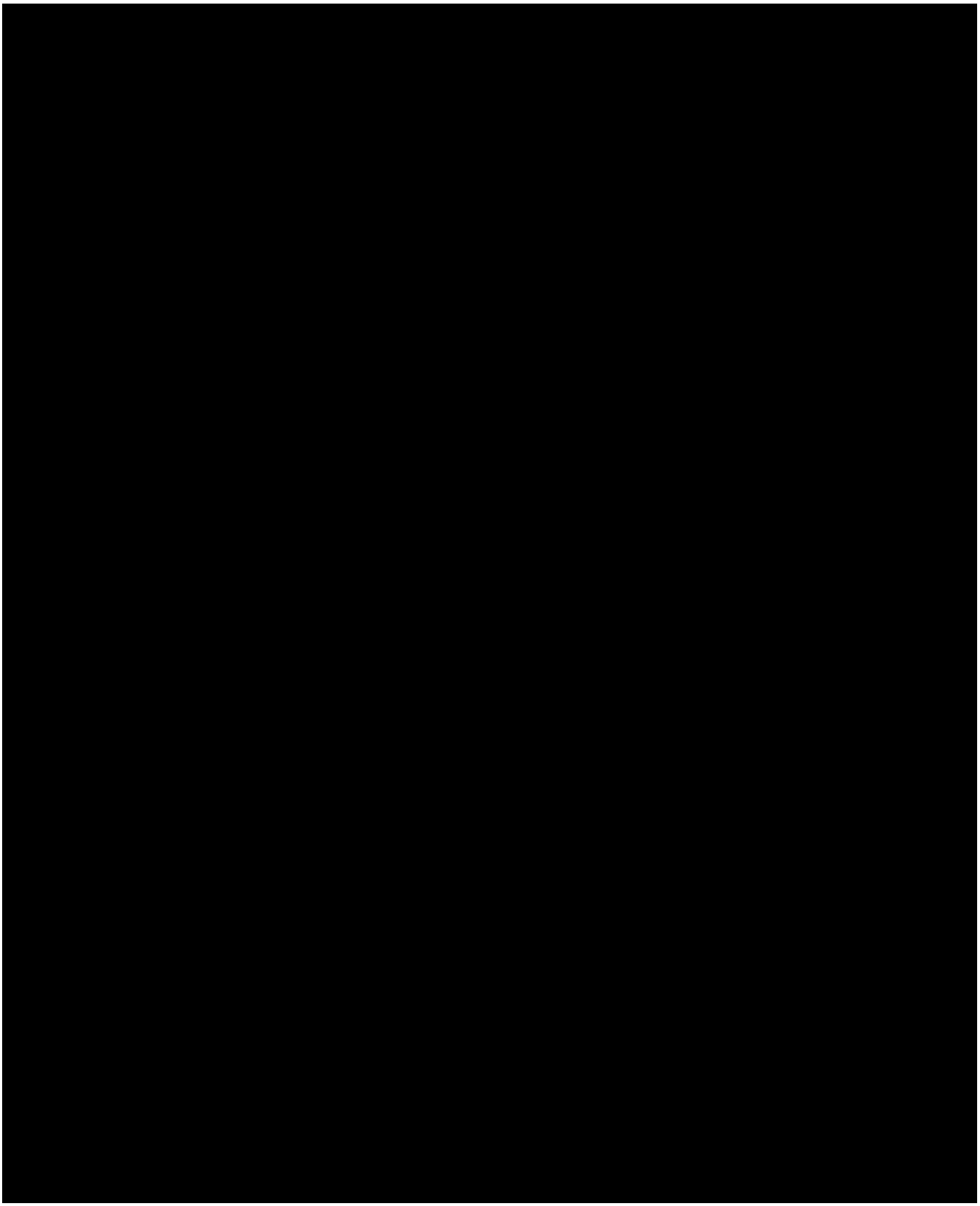
To successfully execute the logistical challenge depicted in the PWS, Coastal-Enviroworks JV proposes to mitigate and manage this logistical challenge by breaking them down to identifiable units, as follows:

Resources Requirements

The resources required for residential remediation need to be selected carefully to meet the challenges of residential work. Resources and processes that work in a general construction site or a hazardous waste response site may not necessarily work for residential remediation. Coastal-Enviroworks JV's main concern while selecting resources is: a) we must be cognizant that we are working at someone's ***home***, and b) we are working publicly amongst our community. Coastal-Enviroworks JV will ensure that all workers conduct themselves in a professional, thoughtful and respectful manner at all times while performing the work.

A). Labor

[redacted]



B). Equipment

[redacted]

C). Materials & Subcontracts

[redacted]

[redacted] All excavations shall be backfilled with non-contaminated soil, topsoil, and gravel that exhibits the following characteristics:

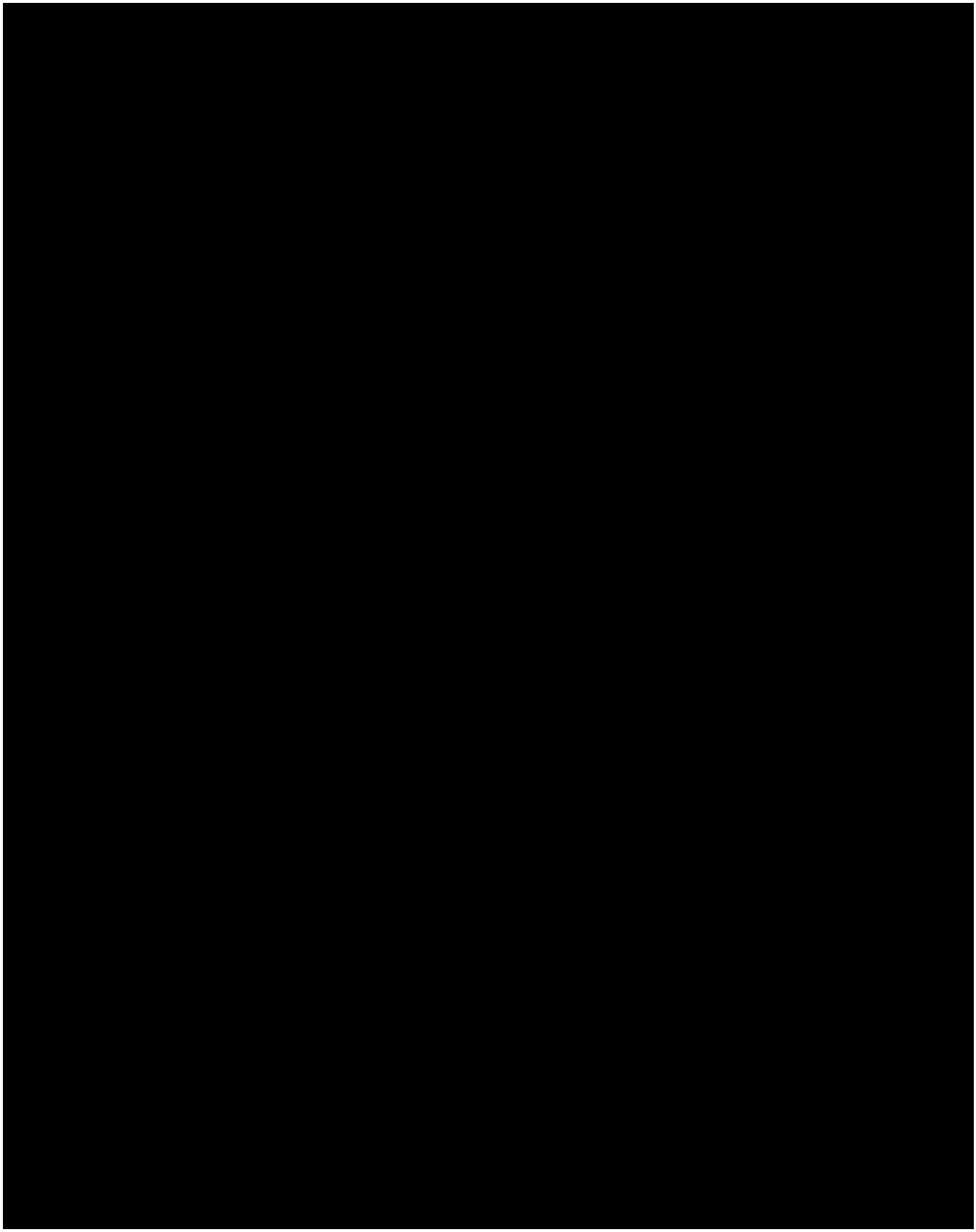
1. Contain less than 100 mg/kg average lead.
2. Contain less than 22 mg/kg average arsenic.
3. Contain less than 25 mg/kg average cadmium.
4. Contain less than 1,800 mg/kg average manganese.
5. Contain no other contaminates at concentrations that pose a risk to human health and the environment.
6. To be of sufficient quality to produce heavy growth of grass and sustain vegetable gardens as verified by appropriate soil nutrient testing.
7. Contain insignificant amounts of debris.

[redacted]

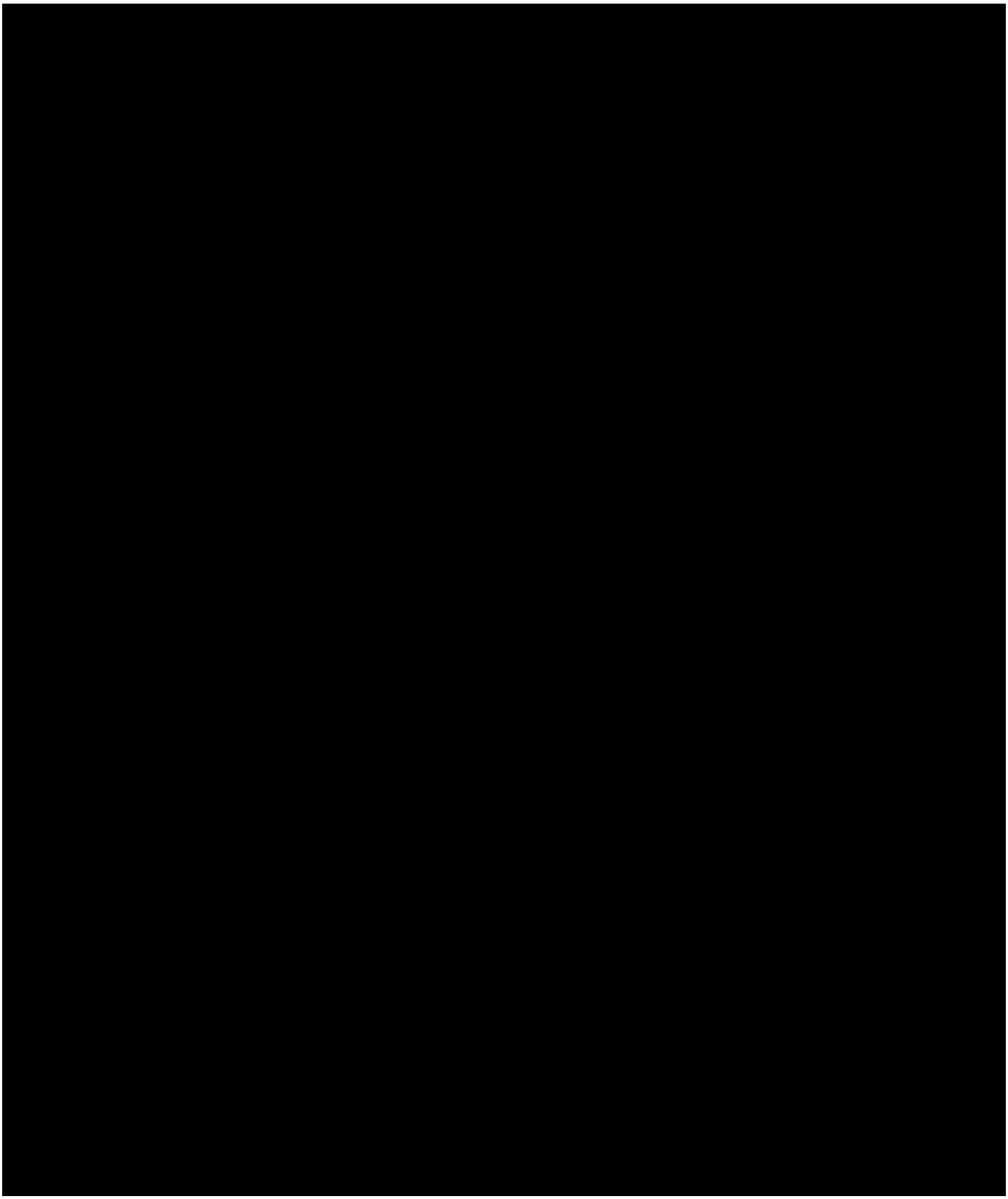
V. Intended Interface/Communications Processes with EPA and the Public

Effective communication will always remain our number one priority during this project. There are several communication processes outlined below which will facilitate the communication flow and the information accuracy.

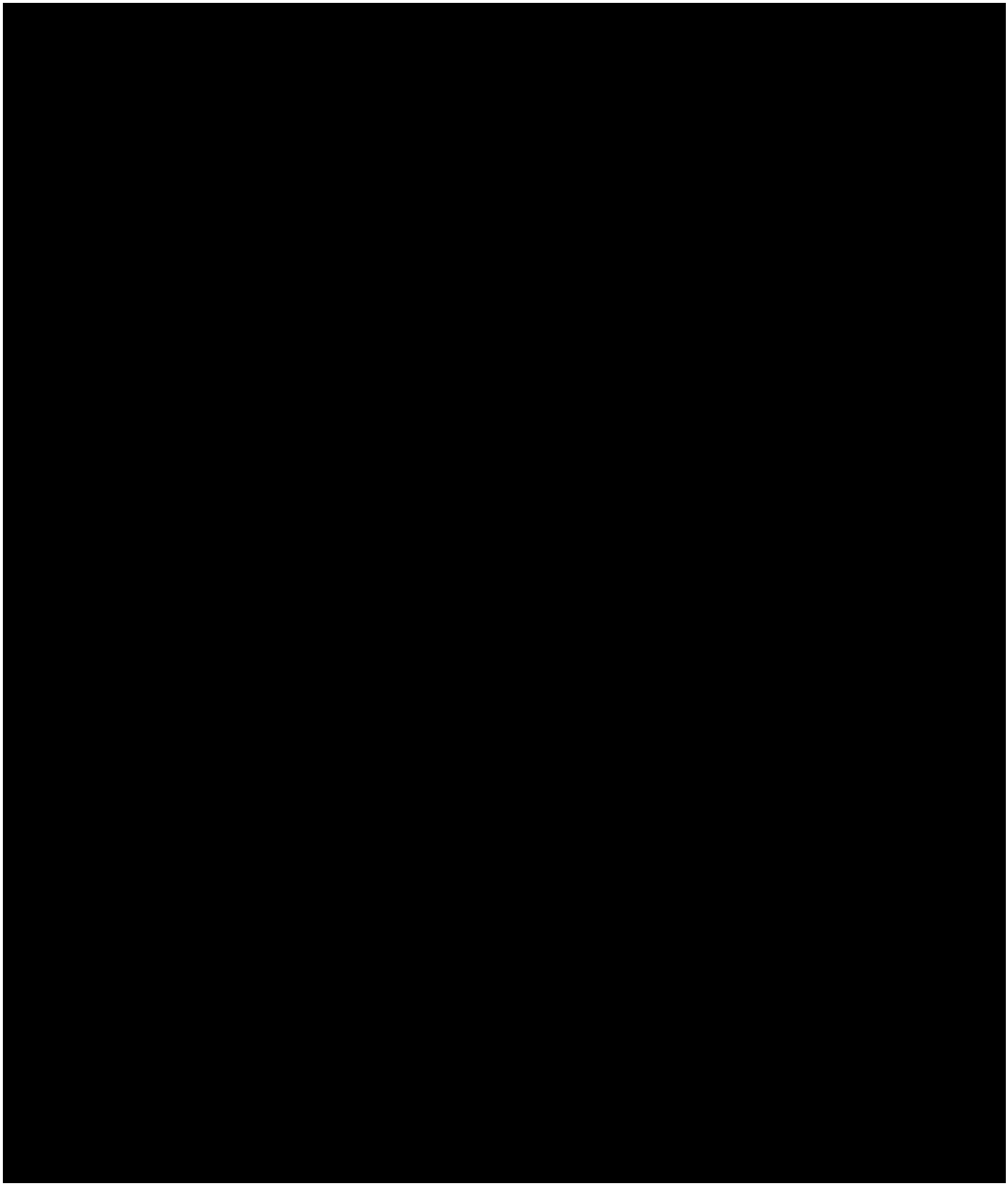
[redacted]

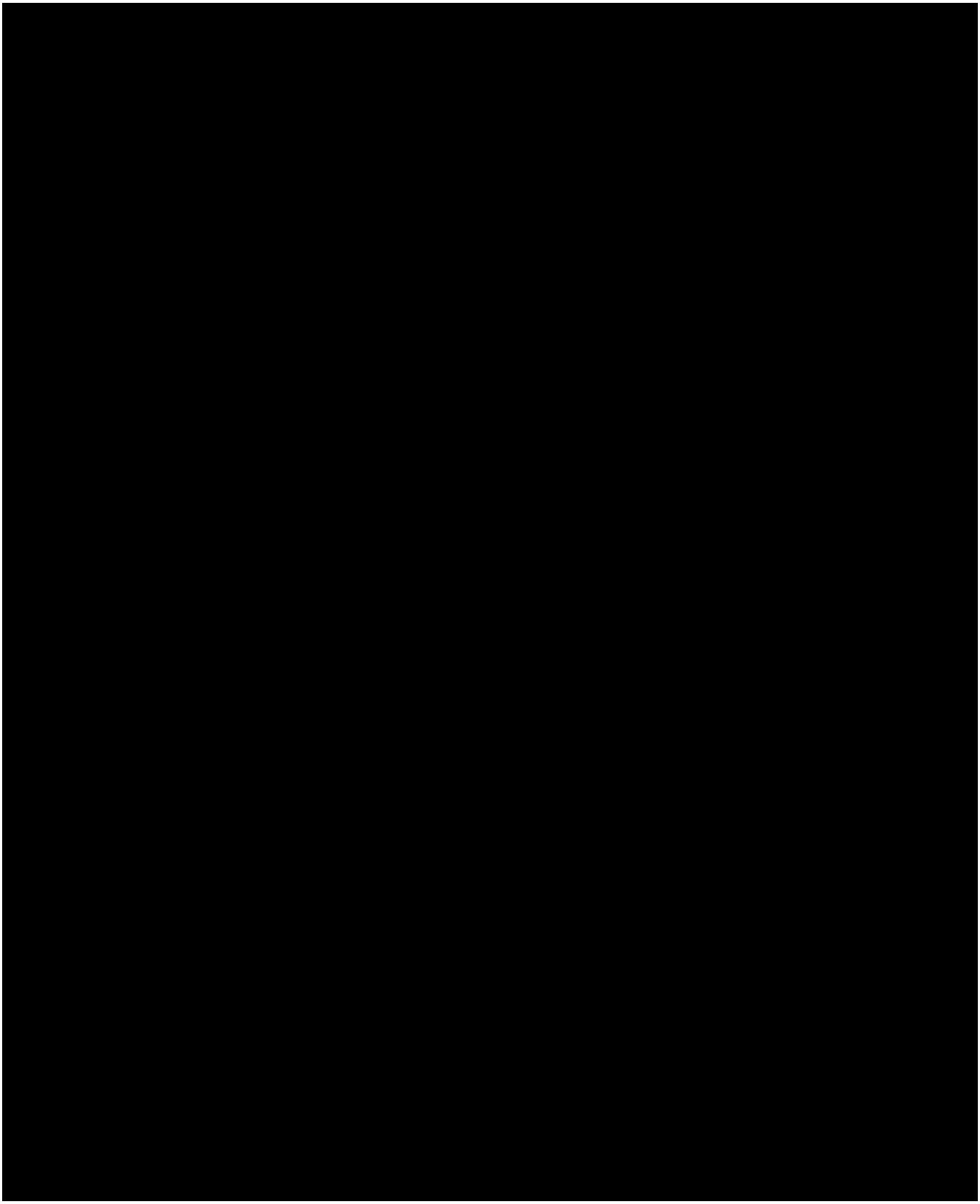


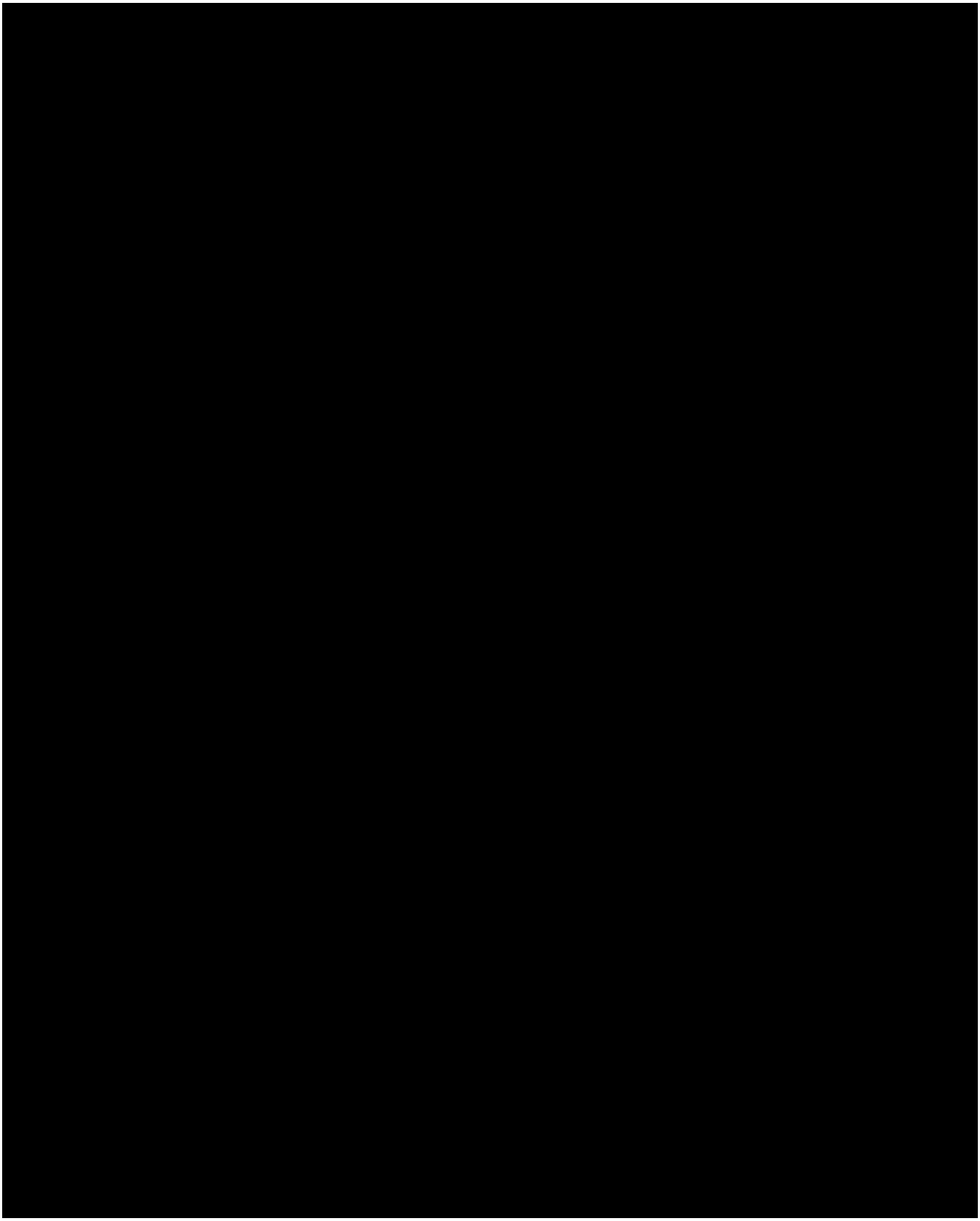
VI. Preliminary Project Scheduling



VII. Overall Strategic Approach







[redacted]

VIII. Project Execution

[redacted]